

SECRET
(When Filled In)

FITNESS REPORT

The Fitness Report is an important factor in personnel management. It seeks to provide:
1. A periodic record of job performance as an aid to the effective utilization of personnel.

INSTRUCTIONS

TO THE ADMINISTRATIVE OR PERSONNEL OFFICER: Consult current administrative instructions regarding the initiation and transmittal of this report.

TO THE SUPERVISOR: Read the entire form before attempting to complete any item. As the supervisor who assigns, directs and reviews the work of the individual, you have primary responsibility for evaluating his strengths, weaknesses, and on-the-job effectiveness as revealed by his day-to-day activities. If this individual has been under your supervision for less than 30 days, you will collaborate with his previous supervisors to make sure the report is accurate and complete. Primary responsibility rests with the current supervisor. It is assumed that, throughout the period this individual has been under your supervision, you have discharged your supervisory responsibilities by frequent discussions of his work, so that in a general way he knows where he stands.

SECTION I (To be filled in by Administrative Officer)

1. NAME (Last)	(First)	(Middle)	2. DATE OF BIRTH	3. SEX	4. CAREER DESIGNATION
Riordan	Maris	K.	13 Aug. 1904	M.	
5. DATE OF ENTRANCE ON DUTY	6. OFFICE ASSIGNED TO	7. SALARY PER ANNUM			
5 Sept. 1951		\$6600 -			
8. DATE THAT THIS REPORT IS DUE		9. PERIOD COVERED BY THIS REPORT (Inclusive dates)			
		1 Jan '58 - 31 October 1958			

SECTION II (To be filled in by Supervisor)

1. CURRENT POSITION	2. DATE ASSUMED RESPONSIBILITY FOR POSITION
Instructor of Clandestine Techniques	
3. WHAT SPECIFIC ASSIGNMENTS OR TASKS ARE TYPICAL OF THOSE GIVEN TO HIM DURING THE PAST THREE TO SIX MONTHS (List in order of frequency):	

Instructor of Clandestine Techniques, Translator and interpreter, Research on Estonian reality.

DECLASSIFIED AND RELEASED BY
CENTRAL INTELLIGENCE AGENCY
SOURCES METHOD EXEMPTION 382B
NAZI WAR CRIMES DISCLOSURE ACT
DATE 2008

SECTION III

I certify that, during the latter half of the period covered by this report, I have discussed with the rated individual the manner in which he has performed his job and provided suggestions and criticisms wherever needed. I believe that his understanding of my evaluation of his performance is consistent with my evaluation of him as evidenced by this fitness report and I have informed him of his strengths, weaknesses, and on-the-job effectiveness. If performance during the report period has been unsatisfactory, there is attached a copy of the memorandum notifying him of unsatisfactory performance.

THIS DATE	NAME AND SIGNATURE OF RATER (Employee's immediate supervisor)
2 Jan '59	
I HAVE REVIEWED THIS REPORT (Comments, if any)	NAME AND SIGNATURE OF REVIEWING OFFICER (at next higher in line of authority)
2 Jan '59	

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SECTION IV

This section is provided as an aid in describing the individual. Your description is not favorable or unfavorable in itself but acquires its meaning in relation to a particular job or assignment. The descriptive words are to be interpreted literally.

On the left hand side of the page below are a series of statements that apply in some degree to most people. On the right hand side of the page are four major categories of descriptions. The scale within each category is divided into three small blocks; this is to allow you to make finer distinctions if you so desire. Look at the statement on the left - then check the category on the right which best tells how much the statement applies to the person you are rating. Placing an "X" in the "Not Observed" column means you have no opinion on whether a phrase applies to an individual. Placing an "X" in the "Does Not Apply" column means that you have the definite opinion that the description is not at all suited to the individual, and may be considered the lowest possible rating.

STATEMENTS	NOT OB- SERVED	CATEGORIES				
		DOES NOT APPLY	APPLIES TO A LIMITED DEGREE	APPLIES TO A REASONABLE DEGREE	APPLIES TO AN ABOVE AVERAGE DEGREE	APPLIES TO AN OUTSTANDING DEGREE
A. ABLE TO SEE ANOTHER'S POINT OF VIEW.			X			
B. PRACTICAL.					X	
1. A GOOD REPORTER OF EVENTS.					✓	
2. CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES.					✓	
3. CAUTIOUS IN ACTION.					✓	
4. HAS INITIATIVE.					✓	
5. UNEMOTIONAL.					✓	
6. ANALYTIC IN HIS THINKING.					✓	
7. CONSTANTLY STRIVING FOR NEW KNOWLEDGE AND IDEAS.					✓	
8. GETS ALONG WITH PEOPLE AT ALL SOCIAL LEVELS.					✓	
9. HAS SENSE OF HUMOR.					✓	
10. KNOWS WHEN TO SEEK ASSISTANCE.					✓	
11. CALM.					✓	
12. CAN GET ALONG WITH PEOPLE.					✓	
13. MEMORY FOR FACTS.					✓	
14. GETS THINGS DONE.					✓	
15. KEEPS ORIENTED TOWARD LONG TERM GOALS.					✓	
16. CAN COPE WITH EMERGENCIES.					✓	
17. HAS HIGH STANDARDS OF ACCOMPLISHMENT.					✓	
18. HAS STAMINA; CAN KEEP GOING A LONG TIME.					✓	
19. HAS WIDE RANGE OF INFORMATION.					✓	
20. SHOWS ORIGINALITY.					✓	
21. ACCEPTS RESPONSIBILITIES.					✓	
22. ADMITS HIS ERRORS.					✓	
23. RESPONDS WELL TO SUPERVISION.					✓	
24. EVEN DISPOSITION.					✓	
25. ABLE TO DO HIS JOB WITHOUT STRONG SUPPORT.					✓	

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26. CAN THINK ON HIS FEET.
27. COMES UP WITH SOLUTIONS TO PROBLEMS.
28. STIMULATING TO ASSOCIATES; A "SPARK PLUG".
29. OBSERVANT.
30. CAPABLE.
31. CLEAR THINKING.
32. COMPLETES ASSIGNMENTS WITHIN ALLOWABLE TIME LIMITS.
33. EVALUATES SELF REALISTICALLY.
34. WELL INFORMED ABOUT CURRENT EVENTS.
35. DELIBERATE.
36. EFFECTIVE IN DISCUSSIONS WITH ASSOCIATES.
37. IMPLEMENTS DECISIONS REGARDLESS OF OWN FEELINGS.
38. THOUGHTFUL OF OTHERS.
39. WORKS WELL UNDER PRESSURE.
40. DISPLAYS JUDGEMENT.
41. GIVES CREDIT WHERE CREDIT IS DUE.
42. HAS DRIVE.
43. IS SECURITY CONSCIOUS.
44. VERSATILE.
45. HIS CRITICISM IS CONSTRUCTIVE.
46. ABLE TO INFLUENCE OTHERS.
47. FACILITATES SMOOTH OPERATION OF HIS OFFICE.
48. DOES NOT REQUIRE STRONG AND CONTINUOUS SUPERVISION.
49. A GOOD SUPERVISOR.
50. LIVES COVER.
51. HOLDS UP UNDER COVER.

SECTION V

A. WHAT ARE HIS OUTSTANDING STRENGTHS?

Excellent instructor and had a broad knowledge of clandestine activities. Language capabilities: Russian, Estonian, German, French, Farsi, Finnish & English.

8. WHAT ARE HIS OUTSTANDING WEAKNESSES?

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C. INDICATE IF YOU THINK THAT ANY SINGLE STRENGTH OR WEAKNESS OUTWEIGHS ALL OTHER CONSIDERATIONS:

No

D. DO YOU FEEL THAT HE REQUIRES CLOSE SUPERVISION? ☒ NO ☐ YES. IF YES, WHY?

E. WHAT TRAINING DO YOU RECOMMEND FOR THIS INDIVIDUAL?

None at present

F. OTHER COMMENTS (Indicate here general traits, special skills, specific habits or characteristics not covered elsewhere in the report but which have a bearing on the effective utilization of this person).

SECTION VI

Read all descriptions before rating. Place "X" in the most appropriate box under subsections A,B,C,&D

A. DIRECTIONS: Consider only the skill with which the person has performed the duties of his job and rate him accordingly.

- ☐ 1. DOES NOT PERFORM HIS DUTIES ADEQUATELY, HE IS INCOMPETENT.
- ☐ 2. BARELY ADEQUATE IN PERFORMANCE; ALTHOUGH HE HAS HAD SPECIFIC GUIDANCE OR TRAINING, HE OFTEN FAILS TO CARRY OUT RESPONSIBILITIES COMPETENTLY.
- ☐ 3. PERFORMS MOST OF HIS DUTIES ACCEPTABLY, OCCASIONALLY REVEALS SOME AREA OF WEAKNESS.
- ☒ 4. PERFORMS DUTIES IN A TYPICALLY COMPETENT, EFFECTIVE MANNER.
- ☐ 5. A FINE PERFORMANCE: CARRYS OUT MANY OF HIS RESPONSIBILITIES EXCEPTIONALLY WELL.
- ☐ 6. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING MANNER THAT HE IS EQUALLED BY FEW OTHER PERSONS KNOWN TO THE RATER.

IS THIS INDIVIDUAL BETTER QUALIFIED FOR WORK IN SOME OTHER AREA? ☐ NO ☐ YES. IF YES, WHAT?

C. DIRECTIONS: Based upon what he has said, his actions, and any other indications, give your opinion of this person's attitude toward the agency.

- ☐ 1. HAS AN ANTAGONISTIC ATTITUDE TOWARD THE ORGANIZATION...WILL DEFINITELY LEAVE THE ORGANIZATION AT THE FIRST OPPORTUNITY.
- ☐ 2. HAS STRONG NEGATIVE ATTITUDE TOWARD ORGANIZATION...IRKED BY RESTRICTIONS...REGARDS ORGANIZATION AS A TEMPORARY STOP UNTIL HE CAN GET SOMETHING BETTER.
- ☐ 3. TENDS TO HAVE AN UNFAVORABLE ATTITUDE TOWARD THE ORGANIZATION...BOTHERED BY MINOR FRUSTRATIONS... WILL QUIT IF THESE CONTINUE.
- ☐ 4. HIS ATTITUDE TOWARD THIS ORGANIZATION IS INDIFFERENT...HAS "WAIT AND SEE" ATTITUDE... WOULD LEAVE IF SOMEONE OFFERED HIM SOMETHING BETTER.
- ☒ 5. TENDS TO HAVE FAVORABLE ATTITUDE TOWARD ORGANIZATION...MAKES ALLOWANCES FOR RESTRICTIONS IMPOSED BY WORKING FOR ORGANIZATION...THINKS IN TERMS OF A CAREER IN THE ORGANIZATION.
- ☐ 6. DEFINITELY HAS FAVORABLE ATTITUDE TOWARD THE ORGANIZATION, BARRING AN UNEXPECTED OUTSIDE OPPORTUNITY, WILL PROBABLY ENDEAVOR TO MAKE A CAREER IN THE ORGANIZATION.
- ☐ 7. HAS AN ENTHUSIASTIC ATTITUDE TOWARD THE ORGANIZATION...WILL PROBABLY NEVER CONSIDER WORKING ANY PLACE BUT IN THE ORGANIZATION.

B. DIRECTIONS: Considering others of this person's level and type of assignment, how would you rate him on potentiality for assumption of greater responsibilities normally indicated by promotion.

- ☐ 1. HAS REACHED THE HIGHEST LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED.
- ☐ 2. IS MAKING PROGRESS, BUT NEEDS MORE TIME AT PRESENT LEVEL BEFORE HE CAN ASSUME HIGHER LEVEL OF RESPONSIBILITY.
- ☐ 3. IS READY TO TAKE ON RESPONSIBILITIES OF THE NEXT HIGHER LEVEL OF RESPONSIBILITY, BUT MAY NEED TRAINING IN SOME AREAS.
- ☒ 4. WILL PROBABLY ADJUST QUICKLY TO MORE RESPONSIBLE DUTIES.
- ☐ 5. IS ALREADY PERFORMING AT A LEVEL OF HIGH RESPONSIBILITY.
- ☐ 6. AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR RAPID ADVANCEMENT.

D. DIRECTIONS: Consider everything you know about this person in making your rating...skill in job duties, conduct on the job, personal characteristics or habits, and special defects or talents.

- ☐ 1. DEFINITELY UNSUITABLE - HE SHOULD BE SEPARATED.
- ☐ 2. OF DOUBTFUL SUITABILITY...WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN WHAT I KNOW NOW.
- ☐ 3. A BARELY ACCEPTABLE EMPLOYEE...DEFINITELY BELOW AVERAGE BUT WITH NO WEAKNESSES SUFFICIENTLY OUTSTANDING TO WARRANT HIS SEPARATION.
- ☒ 4. A TYPICAL EMPLOYEE...HE DISPLAYS THE SAME SUITABILITY AS MOST OF THE PEOPLE I KNOW IN THE ORGANIZATION.
- ☐ 5. A FINE EMPLOYEE - HAS SOME OUTSTANDING STRENGTHS.
- ☐ 6. AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE ORGANIZATION.
- ☐ 7. EXCELLED BY ONLY A FEW IN SUITABILITY FOR WORK IN THE ORGANIZATION.

SECTION VII

I CERTIFY THAT I HAVE READ THE ABOVE FINISHED REPORT.

Signature of Employee

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